

SMS 2023 Annual Report



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ABOUT SMS

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship. The Society advances the development and dissemination of insights on the strategic management process and fosters contacts and interchange around the world. SMS is membership based and was founded in 1981. Today, it enjoys the support of approximately 3,000 members, representing more than 1,100 institutions and companies in more than 70 countries. Activities of the Society are made possible through the dedicated support of hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise. SMS's key activities include:

THE PUBLICATION OF THREE LEADING ACADEMIC JOURNALS in partnership with Wiley: *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, and *Global Strategy Journal*.

ANNUAL AND SPECIAL CONFERENCES that promote the exchange of ideas among attending academics, business practitioners, and consultants.

INTEREST GROUPS AND COMMUNITIES that foster connections and programming in specific streams of research or activity.

FUNDING OF RESEARCH through the Strategy Research Foundation (SRF) to advance the field of strategic management.

VIRTUAL PANELS AND WORKSHOPS that stimulate conversation and research among students, faculty, business executives, and consultants across the globe.

AWARDS that recognize emerging and advanced scholars in the field who have left a lasting impact; business leaders who have demonstrated strategic leadership; and innovative research and publications.

MISSION

The Strategic Management Society is the leading global member organization that fosters and supports rigorous and practice-engaged strategic management research and nurtures a vibrant and inclusive scholarly community.

VISION

The Strategic Management Society cultivates collaboration between academics and practitioners as a means of accelerating thought leadership in the field of strategic management. We nurture and disseminate cutting-edge research in order to advance the practice of strategic management, address economic challenges, and positively impact society around the world.

PRESIDENT'S MESSAGE

Dear SMS Members,

As President of the Strategic Management Society (SMS), I am pleased to present the Society's 2023 Annual Report. This is an opportunity to share with you some of the important achievements in 2023 and our strategic priorities for the future.

An exciting development for 2023 was the SMS Technology Transformation that was launched towards the end of the year. All new systems, including a website, membership management platform, conference submission system and communications platform, will allow us to better serve members and provide a more streamlined user experience for years to come. This rollout coincided with fresh new branding and logo for the SMS which you will see featured throughout the Annual Report.

SMS has hosted two in-person annual conferences since the COVID-19 lockdown: 2022 in London and 2023 in Toronto. Both conferences were very successful, each attended by nearly 1300 participants. We are proud to announce that the numbers of attendees of these two annual conferences have surpassed the pre-Covid level. In addition to academic paper presentations, there were many panel discussions on timely topics such as AI and climate change. Successful conferences like these require the support of many. I want to thank the Program Chairs, the conference track chairs, Interest Group & Community (IG&C) leaders, program volunteers, and SMS staff for their hard work and dedication.

Our journals are a key foundation of the SMS. Please join me in welcoming two Co-Editors beginning terms in 2024: Stewart Miller as Co-Editor of *Global Strategy Journal (GSJ)*, and David Sirmon as Co-Editor of *Strategic Entrepreneurship Journal (SEJ)*. We thank Alvaro Cuervo-Cazurra at *GSJ* and Melissa Graebner at *SEJ* for their exceptional contributions as Co-Editors.

The Strategy Research Foundation (SRF) plays an important role in supporting and promoting exceptional scholars and their research efforts. This year, we welcome Francisco Polidoro as an SRF Co-Chair and thank Catherine Maritan for her exceptional dedication to this role as she rolls off after nine years of service. Over \$183,000 was disbursed by the SRF in 2023 to support exceptional scholarship and research. In addition, a new Mission Statement for the SRF was introduced in 2023. This Mission Statement will be used as a guide for developing future programs and initiatives that will be supported by SRF funding.

We also want to thank Gwendolyn Lee for her services on the Board of Directors and are very happy to welcome Anu Wadhwa to her first term. Thank you as well to Aseem Kaul and Paul Mang who will be continuing their service as they start their second terms on the Board.

Our Society's financials remain strong. The SMS endowment stood at \$7.26M at the end of 2023, and our membership community surpassed 3100 members, an increase of over 100 members from 2022. Our endowment, membership fees, journal royalties, and conference registration revenue allow us to weather environmental volatility while continuing - and even expanding - our services to our members.

Over the last year, I want to highlight the progress made towards the strategic priorities of our Society:

First, the Practitioner Strategy remains our priority. In collaboration with BCG Toronto, the SMS Practitioner Strategy Committee of the Board hosted an Extension of the 2023 Annual Conference in Toronto at the BCG Offices. With the new website, we are able to continue expanding efforts to extend the reach of the amazing research from the SMS Journals while connecting with new practitioner audiences and promoting SMS as a destination for groundbreaking content. The [Six Big Questions in Strategic Management](#) (known as the "Big Six") continue to be a focus for organizing content and attracting new practitioner audiences.



Second, we will continue our efforts toward geographic expansion. In collaboration with the International Association of Chinese Management Research (IACMR) and Rice University's Jones Graduate School of Business, SMS hosted a paper development workshop in Hong Kong in June 2023. We look to continue these efforts into 2024 with additional paper development workshops and event partnerships that will engage and support strategic management scholars around the world.

Thirdly, we continue to focus on strengthening the governance of SMS to document processes and procedures throughout the organization while providing transparency and clarity on the management of the organization. This will serve to ensure the strength of SMS and to prepare us to enter the future with sound governance.

It is truly my honor to serve as your president. We are on the way to making SMS a more inclusive and impactful organization. You are warmly welcome to join this endeavor!

Sincerely,

Yan "Anthea" Zhang
SMS President

BOARD OF DIRECTORS

SMS OFFICERS



YAN ANTHEA ZHANG
SMS PRESIDENT
Rice University



MYLES SHAVER
PRESIDENT ELECT
University of Minnesota



AFRICA ARIÑO
PAST PRESIDENT
IESE Business School



CRAIG CROSSLAND
TREASURER
University of Notre Dame



BARBARA GROBICKI
EXECUTIVE DIRECTOR
Strategic Management Society

SMS DIRECTORS AT LARGE



SEKOU BERRISS
University of North Carolina at Chapel Hill



PAUL MANG
Guidewire Software



RODOLPHE DURAND
HEC Paris



CONSTANCE HELFAT
Dartmouth College



ASEEM KAUL
University of Minnesota



GEORGE STALK JR.
Boston Consulting Group



SAMINA KARIM
Northeastern University



RIITTA KATILA
Stanford University

SPECIAL RECOGNITION



GWEN LEE, *University of Florida*

A special thank you to outgoing Board Member Gwen Lee for her outstanding service on the SMS Board of Directors for the last 3 years! Her dedication and insights have been invaluable and impactful. SMS is immensely grateful for her contributions to our community.

2023 HIGHLIGHTS

The SMS Board of Directors has three strategic priorities that guide the actions taken by the Board and various committees and the direction of new initiatives for the organization and membership-at-large.

PRACTITIONER STRATEGY

Cultivating collaboration between academics and practitioners is key to increasing and accelerating both the creation of scholarly theory and thought leadership and the distribution of cutting-edge research and “next” practices into the corporate marketplace in order to advance the practice of strategic management and accelerate business growth and the economy.

GEOGRAPHIC EXPANSION

Cultivating SMS membership globally, specifically in regions outside of North America & Europe that have been historically underrepresented in the SMS membership base, is key for the development of the field of strategic management in the long term.

GOVERNANCE

An active approach to reviewing the structure of SMS operations and programs to create efficiencies and accommodate best practices, while also incorporating more members in the management of the Society and creating a diverse leadership pipeline.



OVERVIEW OF SIX BIG QUESTIONS IN STRATEGIC MANAGEMENT

The Six Big Questions in Strategic Management are pivotal inquiries at the core of strategic thought, developed by the Strategic Management Society in 2022 through comprehensive stakeholder engagement, including insights from global consulting firms, academic leaders, and industry executives. While these questions are meant to inspire rigorous research and practical solutions, they are not restrictive but serve as a guide for impactful exploration at the intersection of scholarship and real-world application. In 2023, this framework was used to merge theoretical and practical perspectives across a variety of SMS activities and mediums, including conference sessions, webinar programming, web content, and the SMS Explorer.

“BIG SIX” BUSINESS INSIGHTS COLLECTION

The SMS 43rd Annual Conference in Toronto featured a collection of 21 conference sessions hand-picked by representatives of the Practitioner Strategy Committee of the SMS Board for their relevance to attendees who are seeking practical management takeaways. This collection was designed to serve the SMS Toronto attendees who are business professionals or consultants, as well as academics seeking a practitioner perspective. On average, each session in this collection attracted around 60 attendees, roughly twice the size of the average parallel session.

PRACTITIONER EXTENSION OF THE ANNUAL CONFERENCE HELD AT BCG

The 43rd Annual Conference was supplemented by a conference Extension, hosted at the Boston Consulting Groups’ Toronto office, that was organized by George Stalk Jr. (Board Member, BCG Fellow & Senior Advisor) and the Practitioner Strategy Committee of the SMS Board of Directors. The event focused on the pressing challenges

reshaping global supply chains due to geopolitical tensions and technological advances and featured speaker Michael McAdoo. These discussions, which aligned with the second “Big Six” Question, examined the impact of disruptive technology and the data explosion on firm strategy, human capital, and societal norms and highlighted their significance in shaping future business strategies.

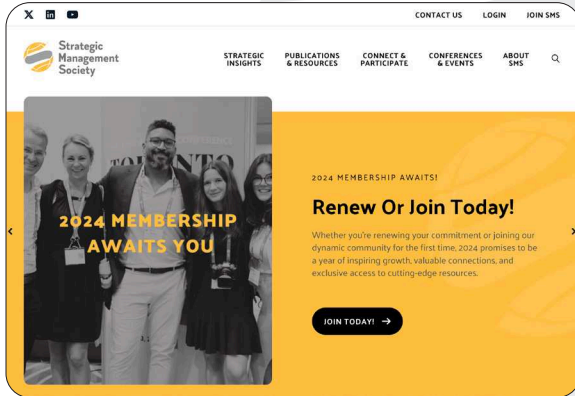
SUPPORTING PRACTITIONER WEBINAR PROGRAMS: STRATEGY IMAGINATION FORUM AND CEO FORUM

Over the past year, the Strategy Imagination Forum has been pivotal in enriching the strategic management dialogue through its series of webinars. Open to all SMS members and the broader business community, these sessions are integral to the mission of fostering continuous learning and innovation. In 2023, the sessions focused on crucial aspects of the Six Big Questions of Strategic Management, particularly discussing evolving business models in light of sustainability and the impacts of disruptive technology on human capital and firm strategy. Featured speakers included Deborah Lovich, Managing Director & Senior Partner at the Boston office of Boston Consulting Group, Bob Eccles of Saïd Business School, and Dan Crowley of K&L Gates LLP.

Additionally, the SMS partnership with the CEO Forum has expanded the Society’s reach, offering SMS members complimentary membership to the CEO Forum. This partnership provides valuable networking opportunities, and insights into the strategic management practices of leading CEOs. Highlighting SMS’s commitment to merging scholarly views with real world practice, the CEO Forum’s recent summits stand out. Rudy Durand from HEC Paris led the discussion at the March 2023 event, “Leadership and How the World is Changing”, while Julian Birkinshaw steered “The New Business Transformation Model” in June 2023, showcasing the dedication to linking academic research with practical business insights.

2023 HIGHLIGHTS

A FRESH LOOK FOR SMS



In September 2023, SMS launched a newly designed website, featuring refreshed branding for the organization. This evolution of the SMS logo presents an unfurling globe, representative of the international nature of the Strategic Management Society with a dynamic new shape that speaks to the continued expansion of the organization's reach and impact. With a middle strand connecting the top and bottom of the globe, this new logo visually acknowledges the priority of SMS to bridge the worlds of theory and practice while also recognizing the geographic diversity and global inclusivity of the organization. The logomark strengthens the connection with SMS strategic priorities, and, by incorporating a visual of the letter "S", further reinforces brand recognition.

The new SMS website exhibits a sleek, modern interface designed with our members in mind. As a part of an ongoing technology refresh, the site aims to deliver a streamlined user experience, featuring content our members enjoy front and center – the valuable information found in the SMS Journals and SMS Explorer. Designed to engage users with easy access to a variety of content, the site is now searchable with a comprehensive search bar and makes logging into your account portal a breeze, among other exciting new features.

SMS JOURNALS

As part of the evolution of the SMS logo and visual branding, the SMS Journal covers were redesigned with branding featuring the new logomark in Spring of 2023. Each journal has been assigned a color within the new brand color palette to provide a distinct visual identity. Because the journals' primary method of distribution is virtual, the imagery has been designed for maximum impact and recognition in an online format.



NEW TECHNOLOGY TOOLS

In 2023, SMS launched several new tools aimed at improving the Member Experience. In addition to the newly designed website, the Society launched a new account portal that lets users access all of their information and register for events in one location offering a better user experience. The portal is built on Salesforce, enhancing the SMS Office's ability to report on user data. Alongside this platform, the Society implemented a new email marketing tool that allows for more customized communications to members and those interested in learning more about SMS or SMS content and a new conference submission and review portal that allows for enhanced review scoring and conference planning.

All of these tools, combined with the new website and the SMS Member Circle, were a part of the SMS Technology Transformation. The objective of this transformation was to create a more sustainable technology solution for SMS that will allow the Society to adapt and respond to the needs of members.

SMS PARTNERSHIPS

To further the SMS Mission, the Society has engaged in partnerships with other organizations whose goals align with fostering strategy research and cultivating collaboration between academics and practitioners. These partners include the CEO Forum, International Federation of Scholarly Associations of Management (IFSAM), and the PhD Project.



MEMBERSHIP

A REPORT BY **GWENDOLYN LEE**, 2023 MEMBERSHIP COMMITTEE CHAIR



Gwendolyn Lee
University of Florida

I'm pleased to report that SMS Membership remained robust in 2023, with an increase in membership numbers compared to the previous year, reflecting on our ongoing commitment to providing value and fostering a strong, engaged community.

I am thrilled to highlight the many tangible benefits that our SMS members received throughout the year. In 2023, SMS provided its members with a diverse array of webinars and virtual events. Developed by the Society's volunteer leadership groups, these offerings catered to a wide range of interests within the strategic management community, including Corporate Strategy Master Classes, Ph.D. Chats, Conversations with the Fellows, Transformative CEO Summit, and the Strategy Imagination Forum Series.

Central to facilitating an interactive environment is Member Circle. Over the past year, SMS members around the globe benefitted from volunteer-initiated, member-generated content on Member Circle, where participants posted, commented, or browsed a variety of resources and opportunities. If you missed the pre-tenure mentoring program, the professional development workshop that "demystifies the tenure process," or the guide for higher education on unlocking the power of

Generative AI—you can find out more about these 2023 sessions and activities on Member Circle.

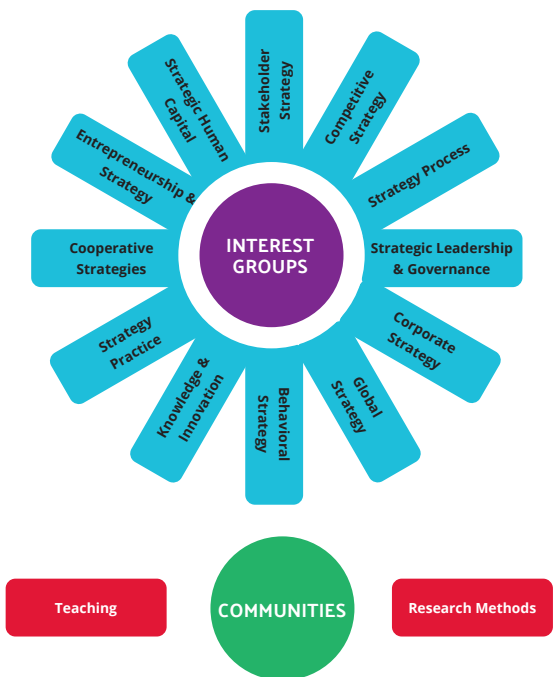
This digital ecosystem extends to the Society's doctoral student community through the PhD Student Circle, a specialized forum within Member Circle. This Circle is specifically designed to support these doctoral candidates and is managed by student volunteers who serve as "Circle Champions." SMS initiated an open call in the fall of 2023 to select two additional PhD Circle Champions to serve alongside the existing Champions who will serve another term. This volunteer program offers doctoral students a platform to exhibit leadership, foster meaningful connections, contribute to an engaging online community, and lead enriching initiatives that amplify the doctoral student experience within SMS.

The Membership Committee collaborated with Interest Group & Community leaders throughout the year to establish member-centric initiatives and activities, ensuring that the Society's offerings remain relevant and impactful. Additional committee touch-points with members were the new member welcome events, which were conducted both virtually and in-person at SMS Toronto. Through these efforts, the Membership Committee played a supportive role in continuously enhancing the value and experience of SMS membership.

As always, the Membership Committee invites member input and feedback on how the SMS can shape the future of strategic management scholarship and practice.

INTEREST GROUPS AND COMMUNITIES

The Interest Groups and Communities within SMS provide another opportunity for our members to connect and network with those who have similar interests. The 12 Interest Groups are organized to recognize major streams of practice and research and to serve the needs of members in specific topic areas. The 2 Communities focus on providing resources and a forum for members to advance their skills.



KEY STATISTICS

3,128
MEMBERS

FROM
78
COUNTRIES

MEMBER SPOTLIGHTS



GA-YOUNG JANG
SUSFIN RESEARCH

What's your favorite part of being a member of the Strategic Management Society?

"The inclusive nature of SMS stands out prominently. My initial interaction was during the 40th annual meeting in 2020, held virtually due to the pandemic. Although apprehensive at first, the conference provided me with enriching interactions and a sense of belonging, coupled with valuable insights for my research endeavors."

In your area of focus within the strategic management field, what intrigues you most?

"While my academic roots are in finance, I'm passionate about leveraging this knowledge to foster sustainability. To holistically address sustainability, understanding broader business strategies and management is essential. The resources at SMS have been instrumental in this journey."



**THOMAZ
TEODOROVICZ**
COPENHAGEN
BUSINESS SCHOOL

Why did you decide to get involved with the Strategic Management Society?

"My involvement with the Strategic Management Society comes from a strong-held belief that participating in a vibrant and cohesive community – one that shares a common language, promotes a sense of belonging, and engages with a multitude of ideas without prejudice – serves the dual purpose of promoting high-quality research while making the process fun and personally fulfilling."

What does a perfect Sunday look like to you?

"Weather: Sunny and around 25 degrees Celsius."

Morning: a walk/run in the park followed by a nice brunch, which must include eggs and a fruit+granola combo. If I were in Brazil, I would have papaya, but finding good papaya has been difficult in Europe and in the US.

Afternoon: pick a random coffee place and chill / hang out with friends while talking about everything. If traveling, walk around the entire city.

Evening: Go for delicious stone-oven pizza."



RUSS COFF
UNIVERSITY OF
WISCONSIN-
MADISON

Why did you decide to get involved with the Strategic Management Society?

"Like the old song from Cheers, sometimes you want to go "where everyone knows your name." Other societies were great, but SMS was "home."

In your area of focus within the strategic management field, what intrigues you most?

"I am most known for strategic human capital. Here, I have found that many (most) of the basic tenets (borrowed from economics) have been misleading or inconsistent with assumptions strategy scholars adopt. In many cases, it means starting from scratch. There is so much we don't know and so much yet to do."

Please share an impactful article or book that has shaped your professional life, career, or journey in strategic management, and explain its impact.

"I'll suggest Andy Van de Ven's book, *Engaged Scholarship*. The focus is on the connection between academic pursuits and practice. Of course, this is where SMS is strongest. However, sometimes we focus so much on research that the connection to practice is a bit tenuous, and we need to remind ourselves."

DEI AT SMS

A REPORT BY **AFRICA ARIÑO**,
2023 DEI COMMITTEE CHAIRPERSON



Africa Ariño
IESE Business School

In 2023, the DEI Committee organized around three subcommittees: Policies & Procedures, SMS Journals, & Under-Resourced Schools and Regions.

The Policies & Procedures Subcommittees embarked on several key initiatives designed to enhance the organization, ensuring an environment that is more inclusive, representative, and welcoming. These goals include:

- Enhancing global representation in IG&C Leadership to ensure that the elected leadership reflects a wide variety of geographical regions and is informed by diverse insights, experiences, and backgrounds.
- Expanding participation opportunities at SMS conferences to increase accessibility to individuals of varying diverse backgrounds.

The Under-Resourced Schools & Regions subcommittee explored a partnership with The Ph.D. Project, an organization that aims to increase diversity in business school faculties across the United States.

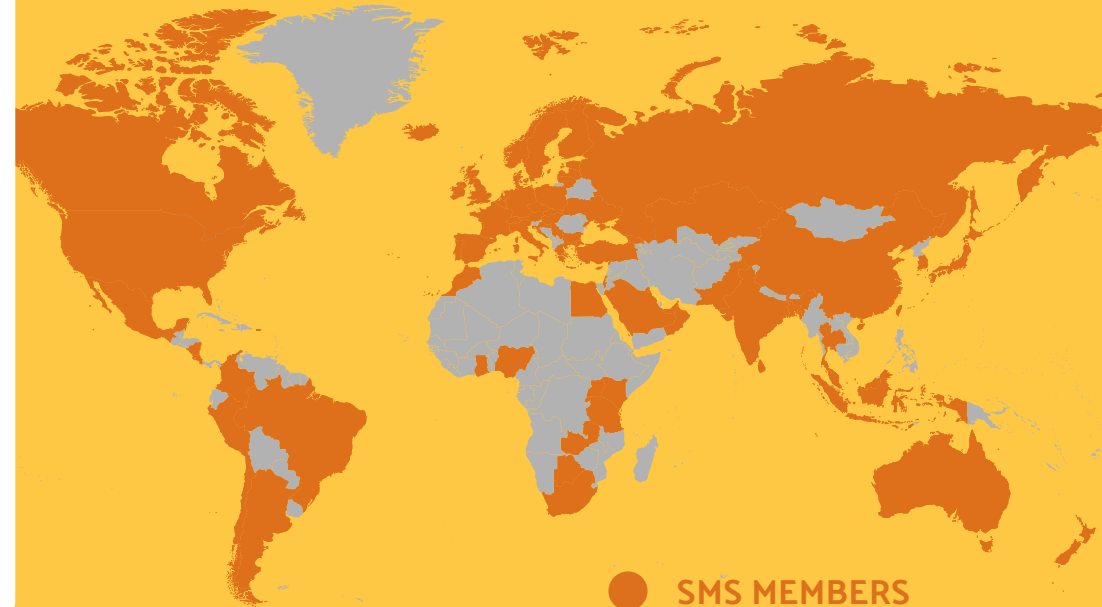
The SMS Journals subcommittee collected historical demographic data of editorial teams and authors across SMS Journals as a starting point to increase regional representation.

At the Annual Conference, these advances were shared in an informational session followed by a panel discussion with scholars Russ Coff of the University of Wisconsin-Madison, Karen Schnatterly of Virginia Tech, and Heli Wang of Singapore Management University on advancing DEI in academia.

Finally, a web page on DEI at SMS was created that highlights the SMS' intent to have a diverse representation across its programs and activities. Throughout 2023, the DEI Committee collaborated with the Membership Committee, particularly on the initiative to enhance global representation in IG&C leadership.



[Click to play video](#)



PUBLICATIONS

A REPORT BY **CONSTANCE HELFAT**, 2023 PUBLICATIONS COMMITTEE CHAIR



Constance Helfat
Tuck School of Business at
Dartmouth

The three SMS Journals had a strong year in 2023, publishing important, relevant, and rigorous research.

Global Strategy Journal (GSJ) published four issues, including a special issue on “Complexity and Multinationals.” Research published in *GSJ* attracted substantial attention, leading to a 7.6 (two-year) impact factor. The journal also initiated Paper Development Workshops and a Best Reviewer Award. Alvaro Cuervo-Cazurra stepped down in December at the end of his second term as Co-Editor after superb service to the journal, and Stewart Miller was appointed as a new Co-Editor to begin in 2024, working alongside continuing Co-Editors Gabriel Benito and Grazia Santangelo.

Strategic Entrepreneurship Journal (SEJ) also published four issues, including two special issues. In addition, the introductory article to an SMS Collection was published in the regular September issue. The journal had a strong flow of 637 manuscript submissions and an acceptance rate of 6.7%. Melissa Graebner stepped down in December at the end of her second term as Co-Editor after outstanding contributions to the journal, and David Sirmon was appointed as a new Co-Editor to begin in 2024, working alongside continuing Co-Editors Peter Klein and Yong Li.

Strategic Management Journal (SMJ) published two special issues on question-driven/phenomenon-based research and the RBV, in addition to its regular issues. The journal received a large number of submissions for a special issue on resource allocation, as well as 1,434 new submissions for regular issues. Under the continuing leadership of Co-Editors Rajshree Agarwal, Mary Benner, Vibha Gaba, and Brian Silverman, research published in *SMJ* continued to be highly cited, with a two-year impact factor of 8.3.

The Media Innovations team of Marvin Lieberman and Matthias Wenzel continued their promotion of SMS research, including organizing the popular video abstracts of SMS Journal articles.

Valuable Perspectives and Research from the Strategic Management
Society

Recent Articles



SOCIAL NETWORKS

[How Entrepreneurs Develop Diverse Social Ties, Even in Divided Societies](#)

SMS EXPLORER

The SMS Office converts research findings from the SMS Journals into [SMS Explorer](#) articles that managers can use to help their companies succeed. Graduate students also find the content useful as they learn about current important topics in strategic management, entrepreneurship, and global business. Academics can utilize the site to discover what their colleagues are researching and find an overview of articles before accessing the full journal content online. New content is promoted through the Explorer newsletter, which is distributed monthly.

In 2023, SMS published 25 Explorer pieces and expanded the outreach of the Explorer newsletter. The year's Explorer topics included CEO charisma, foreign direct investment (FDI), the innovation process, machine learning, salary transparency, social entrepreneurship, and much more. With the redesign of the SMS website, all of the SMS Explorer articles are available directly on the website alongside related information about other SMS programs and opportunities.

STRATEGIC MANAGEMENT JOURNAL

A REPORT BY RAJSHREE AGARWAL, MARY BENNER, VIBHA GABA, & BRIAN SILVERMAN, 2023 SMJ CO-EDITORS



Rajshree Agarwal
University of Maryland



Mary Benner
University of Minnesota



Vibha Gaba
INSEAD



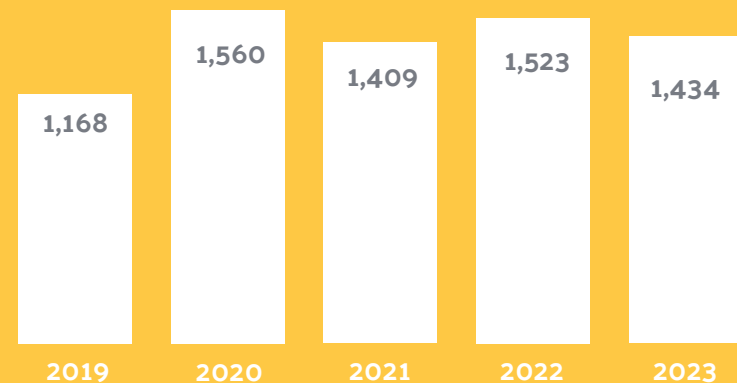
Brian Silverman
University of Toronto

The *Strategic Management Journal (SMJ)* continues to thrive, attracting a high number of submissions in 2023 and continuing to publish leading research for the field.

The journal received 1,768 submissions (1,434 original submissions and 334 revisions) last year, so the Associate Editor team who saw the papers through the process and provided authors with developmental feedback were kept extremely busy. *SMJ* greatly appreciates the work of all of its Associate Editors. The journal welcomed Nicholas Argyres, Linus Dahlander, Exequiel Hernandez, Ivana Naumovska, Francisco Polidoro, Ram Ranganathan, and Gianmario Verona as new Associate Editors. We also offer grateful appreciation to the Associate Editors whose terms ended during 2023: Donal Crilly, Karin Hoisl, David Ross, and Bart Vanneste. At the Co-Editor level, Vibha Gaba and Brian Silverman began their second terms.

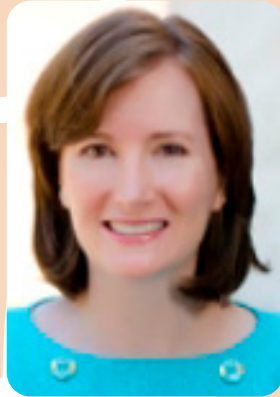
In 2023, *SMJ* published the Special Issues “Question-driven and Phenomenon-based Empirical Strategy Research” (led by Melissa Graebner, Anne Marie Knott, Marvin Lieberman, and Will Mitchell) and “New Directions for the Resource-based View” (led by Jay Barney, Olivier Chatain, Connie Helfat, Aseem Kaul, David Ketchen, and Harbir Singh). The Special Issues “Resource Allocation and Strategic Management” (led by Catherine Maritan and Brian Wu) and “Strategies for Orchestrating Innovative Solutions to Grand Challenges” (led by Rajshree Agarwal, Mahka Moeen, Pinar Ozcan, and Karl Wennberg) are both in process, with the first of these scheduled for publication in 2024 and the second scheduled for 2025.

SMJ SUBMISSIONS BY YEAR



STRATEGIC ENTREPRENEURSHIP JOURNAL

A REPORT BY MELISSA GRAEBNER, PETER KLEIN, & YONG LI, 2023 SEJ CO-EDITORS



Melissa Graebner
*University of Illinois at
Urbana-Champaign*



Peter Klein
Baylor University

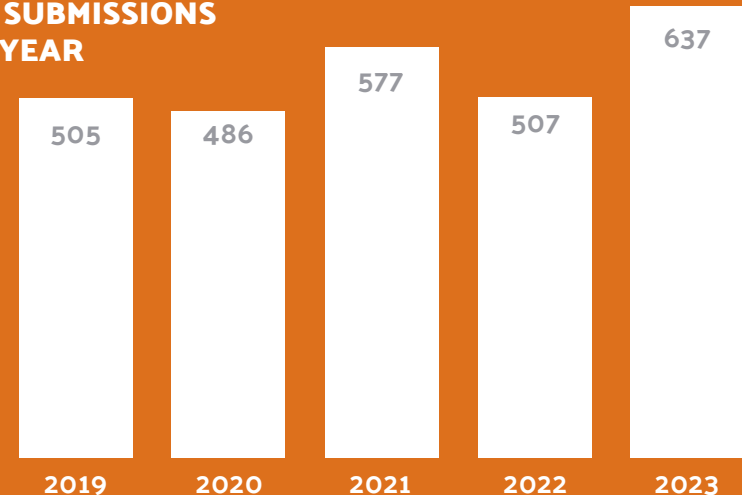


Yong Li
*University of Nevada Las
Vegas*

The *Strategic Entrepreneurship Journal (SEJ)* is rapidly becoming a universally recognized “A” journal in the entrepreneurship field. The journal has continued to grow in influence, impact, and visibility. With an acceptance rate of 6.7%, and as a Financial Times 50 and 4-star ranking in the Academic Journal Guide (AJG), SEJ is widely viewed as a premier outlet for work in entrepreneurship, entrepreneurial strategy, innovation, and related topics. Submissions have increased substantially over the last few years. In 2023, the journal received 637 new manuscript submissions, including 85 submissions for special issues. The editorial team remained strong under the leadership of Co-Editors Melissa Graebner, Peter Klein, and Yong Li. Melissa completed her second three-year term on December 31 and was replaced by David Sirmon, who has served as an Associate Editor for several years. The journal added four new Associate Editors — Lyda Bigelow, Joe Raffiee, Deepak Somaya, and Eric Zhao — and said farewell to Brent Goldfarb.

SEJ published 35 articles across four issues in 2023, including the March special issue, “Reframing Social Entrepreneurship Research: Embracing a Strategic Perspective,” guest edited by Trent Williams, Rob Nason, Marcus Wolfe, and Jeremy Short, and the June special issue, “Environmental Changes, Strategic Entrepreneurial Action, and Success,” guest edited by Per Davidsson, Jan Recker, Dominic Chalmers, and Sara Carter. The September issue also features an SMS Collection, “After the Startup: A Collection to Spur Research About Entrepreneurial Growth,” edited by Jim Combs, Dave Ketchen, Siri Terjesen, and Don Bergh. Next year will feature special issues on digital transformation and on craft-based entrepreneurship. The journal also continues to partner with Entrepreneur & Innovation Exchange (EIX) to develop practitioner-friendly summaries of selected *SEJ* content.

SEJ SUBMISSIONS BY YEAR



GLOBAL STRATEGY JOURNAL

A REPORT BY **GABRIEL R.G. BENITO, ALVARO CUERVO-CAZURRA, & GRAZIA SANTANGELO**, 2023 GSJ CO-EDITORS



Gabriel R.G. Benito
BI Norwegian Business School



Alvaro Cuervo-Cazurra
Northeastern University



Grazia Santangelo
Copenhagen Business School

The *Global Strategy Journal (GSJ)* had numerous achievements in 2023 and continues as the leading journal in global strategy. In the latest Journal Citation Report, *GSJ* has a 7.6 impact factor (2-year), which makes it a Q1 journal. *GSJ* is classified as a level 4 journal in The Academic Journal Guide.

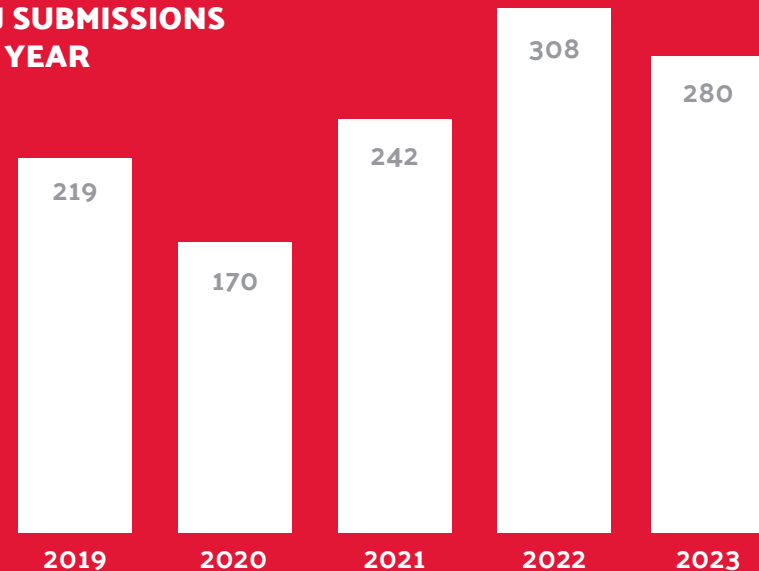
At the Co-Editor level, Stewart R. Miller was selected to join the team (in 2024), and Alvaro Cuervo-Cazurra completed his second term as a Co-Editor. We thank Alvaro for his great service to the journal. The journal welcomed Qian (Cecilia) Gu and Srividya Jandhyala as new Associate Editors starting in 2023. The addition of Cecilia and Srividya to *GSJ*'s Associate Editor team expands the diversity of topics and areas that the journal covers. We also offer grateful appreciation to Associate Editor Sergio Lazzarini, who stepped down in 2023. He will be missed.

GSJ continued its participation at conferences by joining meet-the-editor sessions, organizing paper development workshops and Oxford style panel debates, and sponsoring best paper awards. In 2023, the journal initiated a Best Reviewer Award to recognize outstanding reviewers. It launched Itinerant Idea and Paper Development Workshops (IPDW) at Copenhagen Business School with the aim to offer an opportunity for prospective authors to discuss and fine-tune their work before submission. The initiative will continue in 2024 with an IPDW at Makerere University in Kampala, Uganda.

The four issues published in 2023 reflect *GSJ*'s goals of being a focused, high-quality journal shaping research conversations in global strategy. These include the Special Issue on "Complexity and Multinationals" edited by Julian Birkinshaw, Marcus M. Larsen, Yue Maggie Zhou, and Gabriel R.G. Benito, and three regular issues containing articles grouped around common themes—micro-foundations of global strategy and its connections with global corporate governance,

internationalization strategy, global digital strategy and mergers and acquisitions. Looking ahead, *GSJ* will publish a Special Issue on "Ownership and Global Strategy" (edited by Geoffrey T. Wood, Anna Grosman, Michael J. Mol, and Alvaro Cuervo-Cazurra) in 2024.

GSJ SUBMISSIONS BY YEAR



JOURNAL AWARDS

DAN AND MARY LOU SCHENDEL BEST PAPER PRIZE

In 2023, *SMJ* honored Samina Karim and the late Will Mitchell for their 2000 article “Path-dependent and Path-breaking Change: Reconfiguring Business Resources Following Acquisitions in the U.S. Medical Sector, 1978-1995” from Volume 21, Issue 10-11. This outstanding paper contributes to literature streams in corporate strategy, innovation, and firm/industry evolution. It shows the systematic linkages between acquisition of firms and changes in internal units as firms simultaneously engage in business reconfiguration and product line additions, retention, and deletions. In so doing, this study has facilitated an understanding of how firms engage in strategic renewal through both resource-deepening and resource-extension. These ideas have been enormously influential in strategic management and served as the basis for follow-on work linking evolution of firms and industries to underlying path-dependencies and strategic decisions for resource reconfiguration.

SEJ BEST PAPER PRIZE

In 2023, *SEJ* honored Ben Spigel and Richard Harrison for their 2018 article, “Toward a Process Theory of Entrepreneurial Ecosystems” from Volume 12, Issue 1. Research on entrepreneurial ecosystems has exploded in recent years, but the ecosystem construct is often loosely defined and ecosystems are confused with related constructs such as clusters and regional innovation systems. This highly cited and influential paper offers a conceptual review and clarification of the entrepreneurial ecosystem construct along with a typology of ecosystem types and a series of propositions about how ecosystem characteristics relate to the behavior and performance of their constituent entrepreneurs, firms, resources, and communities.



GSJ BEST PAPER PRIZE

In 2023, *GSJ* honored the late Stephen J. Kobrin for the 2017 article “Bricks and Mortar in a Borderless World: Globalization, the Backlash, and the Multinational Enterprise” from Volume 7, Issue 2. This paper initiated the conversation on de-globalization and its impact on firms and is an exceptional theoretical analysis while also being easily accessible. It anticipated the prolonged uncertainty that businesses involved in cross-border operations encounter amidst the current geopolitical turmoil and offers an impeccable examination of the underlying structural factors that led to the point where a return to independent economies is unfeasible. Written by one of the pioneers of political analysis within the field of global strategy, this paper stands as a monument to Stephen Kobrin’s lifelong contribution to the field.

MEDIA INNOVATIONS

In 2023, the Media Innovations initiative, led by Marvin Lieberman and Matthias Wenzel, continued to collaborate and promote SMS content across a variety of channels. With the support of the SMS Social Media Team, content was distributed across LinkedIn, Twitter, the SMS Explorer and many other avenues.

2022 Video Abstract Award

SMS established the Video Abstract Award in 2019 to promote the development of high-quality video abstracts for research published in the SMS Journals. It is open to all authors of accepted articles in any of the three SMS Journals that have submitted a video abstract to be included with their Article of Record. All journal abstracts can be found in playlists on the [SMS YouTube channel](#).

The award was presented in the Fall of 2023, so the Media Innovations team reviewed the last full year of video abstracts – 2022.

The Best Video Abstract Of 2022 Recipients:

“Hyperspecialization and Hyperscaling: A Resource-Based Theory of the Digital Firm”

Gianluigi Giustiziero, *IE University*

Tobias Kretschmer, *LMU Munich*

Deepak Somaya, *University of Illinois at Urbana-Champaign*

Brian Wu, *University of Michigan*

Strategic Management Journal

Volume 44, Issue 6

“Venture Capital Exit Pressure and Venture Exit: A Board Perspective”

Ting Yao, *University of Wisconsin-Milwaukee*

Hugh O’Neill, *University of North Carolina at Chapel Hill*

Strategic Management Journal

Volume 43, Issue 13

CONFERENCES



Myles Shaver
University of Minnesota

A REPORT BY MYLES SHAVER, 2023 CONFERENCE COMMITTEE CHAIR

Our community continued to see an enthusiastic return to gathering in person, with the 2023 Annual Conference in Toronto being a great success! We received 1,548 submissions and welcomed 1,290 attendees. This success reflects the collective efforts of many individuals from the Program Chairs, to the Interest Group Leaders, to all attendees, and all who helped review for and plan the program.

In early 2023, the Conference Committee appointed Program Chairs to lead the SMS 44th Annual Conference, which will be held in Istanbul in October of 2024. The conference theme, developed by the Program Chairs, is the “Strategic Management of Fault Lines, Contradictions, and Divergences,” which

has the aim to examine contradictions and divergences among strategic management paradigms in scholarship and practice. We hope you will join us in Istanbul.

The Committee also reviewed proposals for Special Conferences in 2023, including one for the SMS Special Conference in Washington D.C., now confirmed to be held on June 19-21 in 2024. With the enthusiastic return to in-person meetings, the Committee wishes to reiterate our Open Call for Special Conferences Proposals. Because the ideas that seed these conferences can take more than a year to turn into viable events, we hope that you consider this call—typically issued each spring—and help create a vibrant pipeline of upcoming conferences.

SMS Toronto attendees greet each other during a conference coffee break.



Audience Q&A during one of the 37 topical IG&C panel sessions held on the Sunday morning of the conference.

SMS 43RD ANNUAL CONFERENCE

A REFLECTION BY **SUSAN BLACK, SUSAN CHRISTOFFERSEN, ANDREAS SCHOTTER AND ALAIN VERBEKE,**
PROGRAM CO-CHAIRS FOR THE SMS 43RD ANNUAL CONFERENCE



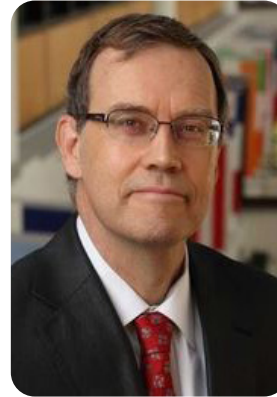
Susan Black
*The Conference Board of
Canada*



Susan Christoffersen
University of Toronto



Andreas Schotter
*The Ivey Business School at
Western University Canada*



Alain Verbeke
University of Calgary



The 43rd Annual Conference of the SMS, held in Toronto, marked a triumphant return of strategic management relevance to senior executives in business, in an era of rapidly rising geopolitical tensions. With a record-breaking 1,290 registrants, it was the most attended in-person SMS Annual Conference to date.

The conference theme, “Aligning Strategy, Corporate Governance, and Resource Allocation in Turbulent Environments”, aimed to stimulate interdisciplinary conversations, particularly among strategy, governance, and finance, and to further bridge the divide between academic research and real-world business practice. The conference theme was subdivided into 4 subthemes. Olga Petricevic and Stav Fainschmidt addressed turbulence at the level of economic systems; Liena Kano and Becky Reuber looked at the impact of turbulence on the organizational level; Preet Aulakh and Anthony Goerzen took on the level of business models; and Victor Cui and Denis Grégoire focused on integrating processes and practices. We are immensely grateful to the leadership

involved in the 12 SMS Interest Groups and the Teaching and Research Methods Communities. The incredible efforts from all of these Track Directors (as well as those of their dedicated reviewers) to select deserving papers and to compose cohesive programs showcases the true meaning of service leadership.

The plenary panels of the conference were a true highlight. First, David Teece carefully described the complex interactions between firms and governments in a context of global decoupling and the impact thereof on innovation. The second plenary panel was led by Susan Black (Conference Board of Canada), recipient of the SMS Lifetime Achievement Award for her pathbreaking work that has significantly improved the strategies of a wide range of firms operating in Canada. Susan and her guests, Deval Pandya (AI Engineering Vector Institute) and Jody Becker (EllisDon) provided much appreciated insight on how to execute on strategy in a ‘VUCA, Net-Zero, Woke-World’. The third plenary panel, led by Birgitte Grøgaard, addressed the future strategies of firms in conventional energy resources. Rhona DelFrari (Cenovus Energy) and Eirik Waerness (Equinor)

provided especially insightful talks on the complexities facing large energy companies and the many proactive steps they have undertaken to reduce their climate change impacts. In our fourth plenary panel, Penny Wise (President of 3M Canada) and Richard Franklin (New Zealand Enterprise and Trade Canada), were joined by academics Esther Tippmann and Ajai Gaur to discuss the frontiers of boundary spanning in turbulent environments. Finally, the closing plenary was led by Jay Barney, who presented his thought-provoking book on culture change and the need for ‘authentic stories’ to transform organizations. Two senior executives from Latin America, who had collaborated on Jay’s book, shared their experiences on organizational change.

As Conference Chairs, we extend our heartfelt gratitude to the SMS staff for their flawless organization. We would also like to congratulate all award winners who were recognized at the conference. We look forward to seeing you again in Istanbul and beyond!

SMS 43RD ANNUAL CONFERENCE

MONDAY NIGHT EVENT

The SMS Toronto Monday Night Event was a food-centric evening that explored the diversity of Toronto's international cuisine scene in a trendy downtown cafeteria-style space, Chefs Hall. Chefs Hall is a test kitchen for up-and-coming chefs who represent communities from around the world, celebrating Toronto's status as the world's most multi-cultural city.



Conference Program Co-Chairs Alain Verbeke (left) and Andreas Schotter (right), along with SMS Board President Anthea Zhang (center left), present the Lifetime Achievement Award to Susan Black of the Conference Board of Canada.

NETWORKING AT SMS TORONTO

The conference featured four evening receptions with the Welcome Reception on Saturday night, Socials hosted by the SMS IG&Cs on Sunday evening, the Monday Night Event, and a closing reception on Tuesday after conference sessions ended. Several hosted networking luncheons were held during the conference lunch hour. These included the 5th Annual Women's Networking Social, the New Members/First-time Attendees meet-and-greet, the "Meet the Fellows" networking lunch, and the PhD Student Circle LIVE lunch discussion tables.



Attendees connect over career development topics at the 5th Annual Women's Networking luncheon event.

SMS TORONTO KEY STATISTICS



CONFERENCE PAPER PRIZES

CONFERENCE BEST PAPER PRIZE

Oscar Voters so White? Spillover Effects of an Evaluator's Diversity Intervention

Daphne Baldassari, *University of Toronto*

CONFERENCE PHD PAPER PRIZE

Finding Diamonds in the Rough: Data-Driven Decisions and Pharmaceutical Innovation

Matteo Tranchero, *University of California, Berkeley*

Inside Out: Human Capital Redeployability and Geographic Expansion

Daniel Brown, *Harvard Business School*

Oscar Voters so White? Spillover Effects of an Evaluator's Diversity Intervention

Daphne Baldassari, *University of Toronto*

Stigma as a Driver of Support: The Success of Polarizing Crowdfunding Campaigns

Ludovica Castiglia, *IESE Business School*

Unintended Consequences of Demand for Innovation: Evidence from Electric Vehicle Technologies

Jino Lu, *University of Southern California*



CONFERENCE RESEARCH METHOD PAPER PRIZE

Managers and Complementarities

Adam Oppenheimer, *University of Minnesota, Twin Cities*

Robert Wiseman, *Michigan State University*

Stefan Maric, *Bentley University*

RESPONSIBLE RESEARCH PAPER PRIZE

Oscar Voters so White? Spillover Effects of an Evaluator's Diversity Intervention

Daphne Baldassari, *University of Toronto*



Program Co-Chairs Andreas Schotter and Susan Christoffersen present Daphne Baldassari with the certificates from winning conference paper prizes in three categories.

CONFERENCE SPONSORS



STRATEGY RESEARCH FOUNDATION

A REPORT BY CATHERINE MARITAN & MAKHA MOEEN,
2023 SRF CO-CHAIRS



Catherine Maritan
Syracuse University



Mahka Moeen
University of Wisconsin

The Strategy Research Foundation (SRF) contributes to the SMS by funding strategic management research. In 2023, the SRF operated two competitive grant programs: the Will Mitchell Dissertation Research Grant Program (WMDRG) for doctoral students and the Research in Strategic Management Program (RSM) for faculty. Co-Chairs, Catherine Maritan and Mahka Moeen, directed SRF programs and proposed SRF directions.

The WMDRG program welcomed new leaders, with Giada Di Stefano appointed Program Director and John Mawdsley appointed Associate Program Director. Together, they managed 41 submissions from 24 institutions in 10 countries, aided by experienced referees from around the world. Eleven students were named 2023 Dissertation Research Scholars, each awarded up to \$10,000

funding to conduct their dissertation research and to participate in dedicated activities during SMS conferences.

The RSM Program announced its theme for the 2023-2024 cycle: “New Thinking in Corporate Strategy Research.” This theme revisits a fundamental strategic management question about firm scope and boundaries, complementing our prior theme about competitive advantage. Program Director Jackson Nickerson administered the peer review process for 20 submissions, from which three proposals were selected for up to \$25,000 funding.

At the SMS 43rd Annual Conference in Toronto, SRF welcomed its current and past grant recipients. The 2021 and 2022 Dissertation Scholars convened to engage with mentors and display outcomes of their funded research. Further, grant recipients from the past decade joined a reception to celebrate their collective achievements and enhance the SRF community.

We are also pleased to share the updated SRF Mission Statement. With the discontinuation of the Research in Organizations (RiO) Program in 2023 after seven cycles, we look forward to advancing strategy scholarship through new research funding programs. Future funding initiatives will be guided by the direction of the Mission.

At the end of 2023, Cathy Maritan completed her third term as an SRF Co-Chair. We are grateful for her service and dedication as SRF Co-Chair for nine years. She will be succeeded in that role by Francisco Polidoro.

SRF MISSION STATEMENT

In 2023, the Research Committee of the SMS Board of Directors created a Mission Statement for the Strategy Research Foundation that aligned with the SMS Mission and Vision Statements. This statement was subsequently approved by the SMS Board of Directors and will be used as guidance for the evaluation of current programs and the selection of new programs.

The Strategy Research Foundation advances the vision and mission of the SMS by creating inclusive funding initiatives that support strategy scholars around the world in conducting rigorous and business relevant research.

The goals of the SRF include:

- Ensuring the advancement of the field of strategic management by supporting research that stimulates positive, effective, and responsible action on the part of organizations worldwide.
- Inspiring and investing in the development of the next generation of strategy scholars.
- Fostering and encouraging participation in strategic management research with the understanding that diversity, equity, and inclusion elevate all.
- Disseminating knowledge and creating public awareness of solutions created with the support of SRF funding initiatives.

STRATEGY RESEARCH FOUNDATION

RESEARCH IN STRATEGIC MANAGEMENT GRANT RECIPIENTS FOR 2023

The AI Impact on Corporate Strategies: Transforming Skill Returns and Business Scope
Nan Jia, *University of Southern California*

Navigating a Changing Strategy Landscape: Assessing the Role of Carbon Transition Risks in Corporate Strategic Decisions
Narae Lee, *The Korea Advanced Institute of Science and Technology (KAIST)*

Legal and Economic Ownership of Intellectual Property within Multiunit Firms
Catherine Magelssen, *London Business School*

WILL MITCHELL DISSERTATION RESEARCH GRANT RECIPIENTS FOR 2023

Forging Collaborative Pathways: Navigating Disruptive Technologies Through Inter-Organizational Networks
Dana Jongyoun Baek, *INSEAD*

Beyond Traditional Boundaries: Three Essays on Novel Mechanisms in Entrepreneurial Resource Mobilization
Abhishek Bhatia, *London Business School*

Essays on Policy Mix, Industrial Clusters, and Projects in Renewable Energy Transition
Mei Chen, *BI Norwegian Business School*

Strategic Opportunity in the Shadow of Geopolitical Tensions: A Deep Dive into Firm and Private Equity's Prowess in Disrupted Geopolitical Landscapes
Gianni De Bruyn, *University of South Carolina*

Three Essays on Multiple Evaluations
Clara Depalma, *Bocconi University*

Lateral Collaboration in Decentralizing Firms
Piyush Gulati, *INSEAD*

Anticipating Disruption in Knowledge Work: A Field-Level Study of AI in Law Firms
Abhishek Gupte, *New York University*

Gender and Entrepreneurship
Yeon Jin Kim, *University of Minnesota*

Appropriation Strategies in the Face of Grand Challenges: Evidence from the COVID-19 Pandemic
Johan Rath, *Bocconi University*

How AI Adoption Strategies Affect Firm Performance
Puneet Sachdeva, *University of Texas at Austin*

Shaping a Postcolonial Market: How Entrepreneurs and Intermediaries Build a Marketplace in the Wake of Institutional Deregulation
Amrita Saha, *University of Toronto*

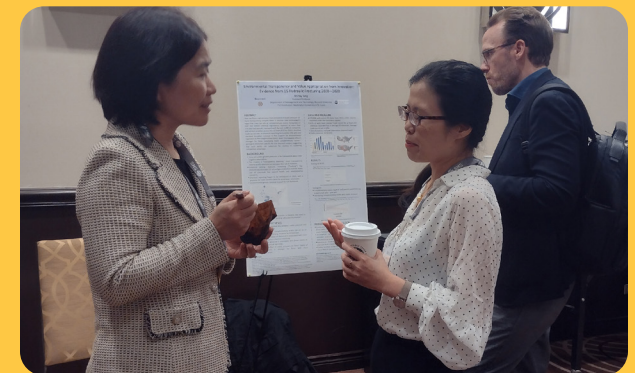
STRATEGY RESEARCH FOUNDATION FUNDING

14
GRANT
RECIPIENTS

\$179,000
TOTAL GRANT AMOUNT
AWARDED FOR ABOVE
RESEARCH PROJECTS



David Chung, WMDRG 2021 Scholar, presents his dissertation research to 2015 WMDRG Scholar David Clough and others during a coffee break at the SMS Toronto Annual Conference.



At the SMS Annual Conference in Toronto, WMDRG 2021 Scholar Shirley Tang and SMS President Yan Anthea Zhang discusses Shirley's dissertation research.

AWARDS & HONORS

The SMS Awards and Honors Program recognizes individuals who have had a profound influence on the strategic management field through scholarly research, teaching, or service. Along with the awards on this page, the Society recognizes scholars for work published more than five years ago in each of the SMS Journals that has had a lasting impact on the field. In addition to these Society-wide awards, SMS recognizes research presented during conference programs – the SMS 43rd Annual Conference recognized recipients for the Best Paper Prize, the PhD Paper Prize, the Research Methods Paper Prize, and the Responsible Research Paper Prize.

SMS EMERGING SCHOLAR AWARD

Vanessa Burbano, *Columbia University*



SMS awards this recognition annually to a scholar who received their dissertation in the last 5 to 10 years and displays exemplary scholarship that promises to have an impact on future strategic management practice. Recipients of the award are on the path to make fundamental contributions to the way we think about knowledge essential to achieving long-lasting organizational success. Vanessa Burbano was the 2023 recipient of the SMS Emerging Scholar Award.

CK PRAHALAD DISTINGUISHED SCHOLAR-PRACTITIONER AWARD

Anil Gupta, *University of Maryland*



This award was created to honor the legacy of CK Prahalad. It recognizes excellence in the application of theory and research in practice and honors a scholar-practitioner who has used applied learning to influence how theory and research guide practice. SMS was pleased to honor Anil Gupta as the 2023 recipient of the CK Prahalad Distinguished Scholar-Practitioner Award.

SMS EDUCATIONAL IMPACT AWARD

Ithai Stern, *INSEAD*



This award recognizes excellence in contributing to the teaching mission in strategic management. It is given annually to an individual who has made an exemplary contribution to quality and innovation in the teaching of strategic management, either through their own teaching and mentoring activities and/or by empowering other teachers with innovations and high-quality teaching materials. Ithai Stern, the 2023 recipient of the SMS Educational Impact Award, has had a tremendous impact on teaching in the field of strategic management.

SMS LIFETIME ACHIEVEMENT AWARD

Susan Black, *The Conference Board of Canada*



This award is intended to honor the highest level of achievement in strategic management by a business leader. The honoree is invited to give a lecture at the SMS Annual Conference, discussing their achievements in strategy. SMS was honored to present Susan Black with the 2023 SMS Lifetime Achievement Award at the SMS Annual Conference in Toronto, where she discussed Executive Strategy in the rapidly changing world.

SMS SERVICE AWARD

Bala Chakravarthy, *International Institute for Management Development (IMD)*



This award is conferred in recognition of significant and enduring service to the Strategic Management Society and its members. Recipients can be selected based on both volunteer and compensated work contributed to the field and/or the Society. SMS was honored to present Bala Chakravarthy with the SMS Service Award in 2023.

SMS FELLOWS



A REFLECTION BY JEFFREY REUER, 2023 DEAN OF FELLOWS

The Fellows had several wonderful opportunities for engagement and dialogue at the 43rd SMS Annual Conference in Toronto, Canada. The Annual Fellows dinner provided the opportunity to congratulate newly-inducted fellows in person and present them with certificates recognizing their election. The Fellows also held a networking lunch at the conference to discuss research topics of mutual interest. This event attracted over eighty participants and involved nine Fellows as discussion facilitators.

Jeffrey Reuer
*University of Colorado,
Boulder*

We have very much enjoyed our “Conversations with the SMS Fellows” series, which occurs in-person at the annual conference as well as online in-between these gatherings. This series is designed to showcase Fellows

and guests as well as engage the broader SMS membership in conversation on central issues at the forefront of strategic management. At the annual meeting in Toronto, Jay Barney and Marvin Lieberman had a lively and thought-provoking debate on the conceptualization of competitive advantage and the implications for future research. This event was very well attended, and there are continuing opportunities for other discussions with the Fellows, such as a webinar planned for spring 2024 organized by Laurence Capron, Deputy Dean of the Fellows, on publishing in non-academic outlets.

Several new Fellows were inducted in 2023 at our annual, online meeting: Gautam Ahuja, Sharon Alvarez, Javier Gimeno, and Brian Silverman. Congratulations to all! Special thanks are due to Chris Zott, who chaired the Fellows Membership Committee, which reviews nominations and creates a roster of worthy candidates. We also extend our gratitude to the other members of this committee for their work this past year: Mary Benner, Julian Birkinshaw, Sea-Jin Chang, Melissa Graebner, Amy Hillman, Riitta Katila, Jackson Nickerson, and Todd Zenger.

The Fellows of the Strategic Management Society are a group of distinguished members of the SMS who have been recognized and honored for their significant contributions to the theory and practice of strategic management.

2023 DEAN OF THE FELLOWS

Jeffrey Reuer, *University of Colorado, Boulder*

2023 DEPUTY DEAN OF THE FELLOWS

Laurence Capron, *INSEAD*

NEWLY INDUCTED FELLOWS

Gautam Ahuja, *Cornell University*

Sharon Alvarez, *University of Pittsburgh*

Javier Gimeno, *INSEAD*

Brian Silverman, *University of Toronto*



SMS Fellow Aks Zaheer facilitates a small-group discussion during the “Meet the Fellows” networking lunch at SMS Toronto.

Please visit the [Fellows Directory](#) for a full list of the SMS Fellows.

TREASURER'S REPORT

A REPORT BY CRAIG CROSSLAND, 2023 SMS TREASURER



Craig Crossland
University of Notre Dame

The financial performance of SMS is governed by the SMS Board of Directors, with the Finance Committee providing oversight of the budget, finances, and investments. The Finance Committee, Executive Committee, and the Board meet regularly throughout the year to review financial performance and to review and approve the audited financial statements, tax filings, and annual budget. The Society's financial statements are developed by the Executive Director, audited by an independent auditing firm, and approved by the Board of Directors. Revenue and expenses are reported on a modified cash basis. The corresponding amounts for 2021 and 2022 are included here for reference.

OPERATING PERFORMANCE

Program-related revenue for the fiscal year ending December 31, 2023, was \$2,124,071, which was 6.9% lower than 2022 (\$2,280,715) and substantially higher than the pandemic-affected 2021 fiscal year (\$1,322,994). This decrease in program revenue for 2023, compared to 2022, was partly due to the additional conference revenue from the SMS Milan Special Conference in 2022 and a trending decrease in journal royalties due to the evolving landscape of the publishing industry. SMS also experienced a decrease in membership revenue in 2023 mainly due to incentives provided throughout 2022 to encourage early renewal, as reflected by the increase in total members year over year from 3002 to 3128. Total revenue for 2023 was \$2,723,699, which was comprised of program revenue of \$2,124,071 plus an investment draw of \$588,712.

Operational and administrative costs for 2023 increased 16% to \$2,464,042. This was driven by increased costs across the board due to a high-inflation environment and a one-time increase in operations costs attributable to several components of the Society's technology transformation project. Total expenses for 2023 were \$2,647,580, which was comprised of program expenses of \$2,464,042 plus Strategy Research Foundation (SRF) grant expenses of \$183,538. Net program income for 2023 was (\$339,971), while the overall change in net operating assets was a \$76,119 surplus.

INVESTMENT PERFORMANCE

SMS's investment portfolio is managed by Vanguard Institutional Advisory Services, under the supervision of the Finance Committee and in line with the investment policy approved by the SMS Board. Consistent with the improvement in global economic conditions in 2023 compared to 2022, the overall SMS investment portfolio increased in value by \$403,669 (5.9%). The SMS investment portfolio continues to be invested conservatively, with funds held in index mutual funds comprised of fixed income and equities, and we rely upon conservative investment draw policies that are designed to smooth out variations in the size of the portfolio over time.

INVESTMENT DRAW FOR PROGRAMS

Consistent with its Investment Policy Statement, SMS made an investment draw from its total assets to support SMS program operations and Strategy Research Foundation grants. The formula used to calculate the annual investment draw is 4% of

the trailing 12-quarter average of the unrestricted portion of the portfolio (directed toward operations), plus up to 5% of the trailing 12-quarter average of the board-restricted portion of the portfolio (directed toward research funding). In addition, for 2023, the board approved a special investment draw of \$300,000 to support the Society's technology transformation project that has modernized both customer-facing and back-end systems at the SMS. The total investment draw in 2023 was \$588,712 (\$340,016 in 2022).

GRANTS, AWARDS, AND TOTAL ASSETS

SMS continued its various grant and award programs in 2023. A total of \$214,805 was distributed through the Strategic Research Foundation grant programs and the annual Society awards program. Of note, SRF grants are now distributed in full to successful applicants at the time when the grant is approved.

Overall, SMS ended 2023 in a strong financial position. The Society's end-of-year total assets of \$8,844,309 is higher than every year except 2021; these assets provide a solid basis for the Society in the coming years. Looking ahead, SMS continues to steward resources carefully to ensure the ongoing strength of the Society. I would like to take this opportunity to thank and recognize SMS Executive Director, Barbara Grobicki, and the entire SMS office staff for their hard work, fiscal prudence, and commitment to delivering another balanced budget for the Society.

2023 FINANCIALS

I. REVENUE	2023	2022	2021
1. Investment Draw for Programs	\$ 588,712	\$ 340,016	\$ 279,966
2. Misc Revenue	\$ 10,916	\$ 195,764	\$
Donations & Grants	\$ 2,500		
3. Program Income			
Membership Dues	\$ 397,287	\$ 468,353	\$ 441,952
Sponsorships	\$ 24,000	\$ 19,933	\$ 8,834
Conference Reg Fees	\$ 1,185,509	\$ 1,238,558	\$ 311,665
Royalties and Publication Services	\$ 509,003	\$ 549,100	\$ 560,543
Job Board	\$ 5,772	\$ 4,771	\$
Total Program Income	\$ 2,121,571	\$ 2,280,715	\$ 1,322,994
Total Revenue	\$ 2,723,699	\$ 2,816,495	\$ 1,602,960
II. EXPENSES			
4. SRF Grants			
Research Grants	\$ 183,538	\$ 216,222	\$ 60,904
Total SRF Programs	\$ 183,538	\$ 216,222	\$ 60,904
5. Program Operation & Admin			
Awards & Prizes	\$ 31,267	\$ 38,705	\$ 36,852
Office Staffing	\$ 784,929	\$ 708,013	\$ 719,548
Technology	\$ 384,089	\$ 309,638	\$ 131,201
Membership Services/Subscriptions	\$ 44,122	\$ 108,458	\$ 105,000
Conference Operations	\$ 916,678	\$ 638,923	\$ 51,086
Journals	\$ 25,660	\$ 12,652	\$ 3,931
Meetings & Travel	\$ 25,923	\$ 24,831	\$ 2,532
Facilities & Equipment	\$ 63,306	\$ 51,177	\$ 50,056
Operations & Other	\$ 81,250	\$ 104,735	\$ 112,277
Services (legal, audit, consulting, insurance)	\$ 106,869	\$ 72,882	\$ 61,911
Total Program Operation & Admin	\$ 2,464,093	\$ 2,070,014	\$ 1,274,394
Total Expenses	\$ 2,647,631	\$ 2,286,236	\$ 1,335,298

	2023	2022	2021
III. CHANGE IN NET OPERATING ASSETS	\$ 76,068	\$ 530,259	\$ 267,662
IV. OTHER INCOME AND EXPENSES			
6. Other Income			
Earnings from Investments	\$ 992,729	\$(1,351,895)	\$ 805,924
Total Other Income	\$ 992,729	\$(1,351,895)	\$ 805,924
7. Other Expense			
Investment Draw from Reserves	\$ 588,712	\$ 340,016	\$ 279,966
Total Other Expenses	\$ 588,712	\$ 340,016	\$ 279,966
V. NET OTHER ACTIVITIES	\$ 404,107	\$(1,691,910)	\$ 525,958
VI. CHANGE IN NET ASSETS	\$ 480,085	\$(1,161,652)	\$ 793,621
ASSETS AT END OF PERIOD	2023	2022	2021
Unrestricted	\$ 4,851,834	\$ 4,759,982	\$ 5,012,411
Board Designated Restricted			
Set Aside for Research Funding	\$ 3,992,358	\$ 3,600,731	\$ 4,509,954
Current Liabilities	\$ 3,511	\$ 5,087	\$ 3,792
Total Assets at End of Period	\$ 8,844,309	\$ 8,365,800	\$ 9,526,157

VOLUNTEERS

Activities of the Society are made possible through the support of hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise. Their dedication to the success of SMS programs is tremendously appreciated.

Volunteer opportunities with SMS range from voting in elections, serving as reviewers for conferences and journals, organizing in-person or virtual sessions and panels, or being elected or appointed to a leadership position.

SMS MEMBERS ON BOARD COMMITTEES

DIVERSITY, EQUITY & INCLUSION

MEMBERS

Tracy Anderson, *Bocconi University*
Jose P. Arrieta, *Amsterdam Business School*
Cindy Devers, *Virginia Tech*
Roberto Gamarra, *Gallaudet University*
Norris Gunby, *University of Southern California*
Iman Hemmatian, *Cal Poly Pomona*
Aaron Hill, *University of Florida*
Ga-Young Jang, *SusFin Research*
Maximilian Palmié, *University of St. Gallen*
Alex Wang, *Ohio State University*

MEMBERSHIP

MEMBERS

Tracy Anderson, *Bocconi University*
Ignacio Canales, *University of Aberdeen*
Jessica Jeessoo Kim, *University of California, Irvine*

PRACTITIONER STRATEGY

MEMBERS

Javier Gimeno, *INSEAD*

PUBLICATIONS

MEMBERS

Rajshree Agarwal (SMJ), *University of Maryland*
Gabriel Benito (GSJ), *BI Norwegian Business School*
Melissa Graebner (SEJ), *University of Illinois at Urbana-Champaign*

RESEARCH

MEMBERS

Cathy Maritan, *Syracuse University*
Mahka Moeen, *University of Wisconsin*

TECH TRANSFORMATION TASKFORCE

MEMBERS

Taek Chung
Tunde Cserpes, *Aarhus University*
Giada Di Stefano, *Bocconi University*
Ann-Katherin Herfeld, *WU Vienna*
Dongwook Kim, *North Dakota State University*
Sergio Lazzarini, *Western University*
Shenghui Ma, *Fudan University*
Matthias Wenzel, *Leuphana University of Lüneburg*

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